POINT
FOUNDATION
PUBLISHERS OF THE WHOLE EARTH REVIEW AND CATALOGS
415/332-1716
27 Gate Five Road
Sausalito, CA
94965

To: Peter Klehm
From: Kelly Teevan Kelly
Re: 1991 Circulation Plan deadline *and* Circ Director position
Date: April 26, 1991
Cc: KAJ, JE

Today is the day for review of the progress you and Keith are making in defining the Circulation Director position and the goals to be achieved. While some progress has been made since April 1, not enough has been. Point is projecting a serious loss for the year and this situation must be addressed immediately. Below is a schedule for us to present a plan to the Board of Directors in May to show how we plan to increase sales of *WER* significantly during the balance of the year. The survival of the organization is at stake; hence the schedule here must be adhered to. This schedule and allotment of resources are designed to encourange and enable you to perform this task on time and in a satisfactory manner.

Our progress to date has been hindered by at least two factors: deadlines and expectations have not been made clear enough, so the high priority of this has not been absolutely clear to you; and you have not had enough time in the workweek to devote enough time to developing the Plan. Both of these items are addressed here.

I.- Assignment: Prepare a Circulation Plan

You are to submit to Keith Jordan by May 15 a Circulation Plan for the balance of the year. You may build on the existing plan if you like; its assumptions are too conservative to be useful for projection purposes, and, in addition, we must build in significant growth. The Plan is to show a net contribution for the Circ Dept (including fulfillment and customer service) of $410,000 (this is a provisional number; the actual number will be determined). This contribution should enable Point to achieve a $30,000 loss for all of 1991, if all the other assumptions in the budget hold true. We will be working in other areas to improve the performance picture there, so we expect we can come somewhat closer than that to break even. In 1992, we should be able to show a gain.

Board
of Directors
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Stewart Brand, Doug Carlston
Christina Desser, Robert Fuller,
Peggy Lauer, Huey Johnson, Kelly Teevan

Schedule for preparing the Plan

April 26	Give this assignment to Peter, with schedule, description of requirements and numerical goals.
April 29	Peter to meet with Keith to go over assignment
May 6	Progress report meeting--Peter and Keith
May 13	Progress report meeting--Peter and Keith
May 15	Peter to submit written plan to Keith
May 17	Keith to review Plan and give feedback to Peter
May 20	Keith and Peter to present written Plan to Kelly (and on disk)
May 21	Kelly to review and make any changes
May 22	Kelly to sign off on Plan for submission to Board
May 22	Mail Plan to the Board
May 29	Discuss Plan for approval at Board Meeting
May 31	Kelly to present Board feedback to Keith and Peter

To assist you in completing the Plan, I strongly suggest the following: during this period, make everything else a lower priority, and don't do optional things, such as answering the phone, etc. If working away from the office would help, do so. And if you need more time than 32 hours per week to do this, work the extra hours. We can also provide help with certain tasks that others can do, such as mailing list work, newsstand work and routine Circ work. You also may have ideas on what tasks others can take on.

The elements of the Plan

Keith will explain in writing, so that it be clear, what will constitute a satisfactory Plan.

The following are or will be attached to this memo to help explain the task:

A- The financial goal, incl. defintion of net contribution
B- Effort description sheet
C- Narrative description of plan
D- There may be other attachments

II.- Moving the Circulation Director position to full time

Timing

There have not been enough human resources to do the necessary planning and follow through in the Circ Dept. Hence, we are going to roughly double the number of hours going into the Circ Dept. (from

about 30 to about 60 per week). This will be achieved by making your position full time (at least 40 hours per week, 5 days per week) starting June 17 and by adding 16 to 20 hours per week by another person (or persons) by July 15. We need this kind of time to generate the revenues we need to survive.

Terms

You will have to start full time by Monday, June 17, if you want to continue in the Circulation Director position. That is 6 weeks from now. Point cannot yet afford to pay benefits and hence will not be, although we hope to in the future. The pay level for full time is $12.75 per hour, the same as your current arrangement. You will be eligible for a performance bonus if the Circ Dept meets the goals stated in the approved Plan, which you can view as covering benefit costs if you like. If you elect not to work here full time under those terms, it would be best for that to be made clear as soon as possible so that we can each make our own arrangements. I know you may need some time to think this over.

Our Circulation Director must be a full time employee. Our situation is critical, so this is not a matter of choice for Point; it is a matter of practical necessity.

Thank you in advance for your efforts on this project. I am hopeful that as a team we can really increase the income and the impact of *Whole Earth Review*.